

Performance and Development Solutions:

FY15 Training Courses Catalog





Series Descriptions



New State Employee Series – New Employees

Courses in this category are designed for employees hired into their initial state government position. This pathway will help to engage and on-board the employee into the role, provide expectations of being a public sector employee, and define the employee's role within the global model of state government. Participants may also be seasoned state employees who want to update their skills.

Talent Development Series – Experienced Employees

Courses in this category are designed for employees who have been in the workforce for three (3) years or more. This pathway will provide knowledge and insight that will help employees remain engaged in their current positions, as well as prepare them for additional roles or responsibilities in the future. Participants may also be seasoned state employees who want to update their skills.

Foundations of Leadership Series – New Managers

Courses in this pathway are designed to set the foundations of leadership in managers/supervisors who are within their first two (2) years of being in supervisory-level positions, and have the authority to direct the work of employees, to hire, evaluate, promote, transfer, layoff, recall, process grievances, and discipline employees. This pathway is also applicable as refresher training to aid in keeping leaders abreast of current expectations and guidelines.

Note: Participants completing all courses under the Foundations of Leadership Series shall be awarded a certificate of completion to verify their commitment to their leadership development.

Advanced Leader Series – Advanced or Seasoned Leaders

Courses in this pathway are designed to enhance and leverage the skills of highly accomplished, experienced leaders, who want to apply their talents to enhance the service of their agency. Participants should be in positions where they can drive change in their organization and should be enthusiastic about giving and receiving feedback. Typical levels of attendance would be Bureau Chiefs, Division Administrators, and Director level positions, but all seasoned leaders are invited to participate.

New State Employee Series	Talent Development Series	Foundations of Leadership Series	Advanced Leader Series
<ul style="list-style-type: none"> • Customer Service • Diversity Training for Employees • Ethical Issues in Today's Workplace ★ Generational Diversity • Preventing Sexual Harassment for Employees • Professional Impact ★ State Government Foundations 	<ul style="list-style-type: none"> • Advanced Procurement Procedures • Creative Thinking and Problem Solving ★ Cultural Competency • Dimensions of Behavior ★ Enhancing Team Membership • Human Relations Skills • Introduction to State Procurement • Listening – The Forgotten Skill • Managing Your Time and Priorities ★ Managing Stress and Workplace Accountability • Project Management Fundamentals • Thriving on Change 	<ul style="list-style-type: none"> ★ Advanced Principles of Communication – Part 1 (Authenticity) ★ Advanced Principles of Communication – Part 2 (Coaching) • Americans with Disabilities Act • Creating a Violence Free Workplace • Dimensions of Leadership • Discipline, Grievances, and the Contract • Diversity Training for Managers and Supervisors • Equal Employment Opportunity / Affirmative Action ★ Ethics of Leadership and Influence • FMLA • From Interview to Hire • Fundamentals of Supervision • Investigating Employee Misconduct • Performance Evaluation • Preventing Sexual Harassment for Supervisors ★ Shaping Effective and Engaged Teams ★ Substance Abuse Policy 	<ul style="list-style-type: none"> ★ Leading Through Change • Managing Conflict and Resistance in the Workplace • Project Management ★ Strategic Planning and Systems Thinking ★ The Servant Leader 

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Performance and Development Solutions

FY15 Training Courses

(Listed Alphabetically)

Advanced Principles of Communication Part 1 – Authenticity (AU 001) \$188

September 5, 2014 November 14, 2014 February 17, 2015 May 12, 2015

Overview:

This course, designed for all managers and supervisors, focuses on the latest research and trends in leadership, outlining the importance of authenticity in leadership. Participants will gain an understanding of the impact authenticity has on employee engagement and well-being and the triggers that prevent people from being their authentic selves.

Objectives:

- Define *authenticity* and understand the impacts it has on employee performance.
- Identify the factors of human behavior that prevent us from being authentic and the impact that has on performance.
- Understand the link between shame, vulnerability, connection, and authenticity.
- Learn to identify shame triggers and how to address them through empathy.
- Discuss the desired behaviors and outcomes produced through leading with authenticity.

Advanced Principles of Communication Part 2 – Coaching (AU 002) \$188

September 18, 2014 December 11, 2014 March 13, 2015 May 28, 2015

Overview:

This course, designed for all managers and supervisors, focuses on building coaching and communication strategies to better lead employees. Participants will learn the concepts of emotional intelligence and co-active coaching. This highly-interactive class aims to give managers and supervisors practical tools to lead employees through various situations. Recommended for participants who have completed the PDS course, *Advanced Principles of Communication Part 1*.

Objectives:

- Understand the concepts of Emotional Intelligence as a basis for what drives human behavior
- Learn how to control your own behavior to be a better coach to others
- Discuss the five contexts of co-active coaching
- Learn the fundamentals of handling crucial conversations during coaching situations

Advanced Procurement Certification (AP 001) \$132

August 28, 2014 September 24, 2014 October 29, 2014 November 20, 2014

Overview:

This full-day seminar is designed to prepare state employees to conduct procurement actions with an estimated value between \$5,000 and \$50,000. Formerly known as, *Services Contracting*, this seminar now covers procurement of goods and services. Participants must take and pass the *Introduction to State Procurement* seminar prior to registering for this seminar.

Objectives:

- Complete research and needs assessments
- Identify steps in the solicitation process
- Construct evaluation procedures

Americans with Disabilities Act (Afternoon Sessions) (NC 123) \$66

August 12, 2014 November 5, 2014 January 14, 2015 May 11, 2015

Overview:

This course is designed to instruct supervisors and managers regarding their legal responsibilities under the Americans with Disabilities Act (ADA) and the Americans with Disabilities Act Amendments Act of 2008 (ADAAA). The course will also give useful answers to often-asked questions and provide resources to enable supervisors and managers to obtain additional information and guidance for actual workplace situations.

Objectives:

- Understand the history of the ADA
- Know the definitions under the ADA and changes after the ADAAA
- Review the EEOC guidelines for compliance with the ADA
- Recognize who is a qualified individual
- Understand what are essential job functions
- Know what is a reasonable accommodation
- Understand the concept of undue hardship

Creating a Violence Free Workplace (SC 236) \$132

July 15, 2014 October 14, 2014 January 13, 2015 April 7, 2015

Overview:

This course provides managers and supervisors with information regarding potential violence in the workplace. You will gain insight into state policies and procedures, as well as concepts that accurately define workplace violence. You will gain an understanding of techniques that can be used to identify and diffuse violent situations.

Objectives:

- Identify and describe state policies and procedures for creating a violence free workplace.
- Recognize workplace violence and potential violent behavior.
- Appropriately assess potential violent workplace situations and identify techniques to diffuse violent situations.
- Understand the importance and process for reporting workplace violence.
- Have a renewed awareness of members of the public who may choose to bring violence into the workplace.

Creative Thinking and Problem Solving (GI 160) \$188

July 15, 2014 October 7, 2014 January 7, 2015 April 7, 2015

Overview:

What is creativity? How can you be more creative? How can you get your team members to be more creative? How do you turn creative ideas into reality? This course will answer these questions using a format that encourages you to stop asking, "why," and start asking, "why not?"

Objectives:

- Define *creativity* and how it can help us succeed
- Define innovation and the barriers to innovation that must be overcome
- Learn how to ask compelling questions
- Determine how to transform creativity to innovation
- Discuss the common elements of a decision
- Identify necessary elements of an effective decision-making process
- Apply a decision-making approach to various decisions
- Develop a personal implementation plan

Cultural Competency (CC 001) \$188

September 15, 2014 November 13, 2014 March 12, 2015 May 27, 2015

Overview:

This course is designed for all state employees. Participants will review the value of diversity and gain an understanding of the dynamics of difference. The course focuses on accessing cultural knowledge and the effectiveness of culturally congruent approaches. **Recommended for participants who have completed the PDS Course, *Diversity Training*.**

Objectives:

- Discuss the definition of diversity, identity, and cultural competency.
- Understand the difference between diversity and cultural competency.
- Heighten awareness of how we treat individuals with different cultural backgrounds, beliefs, and views.
- Analyze case studies.
- Create potential goals for your specific department or agency.

Customer Service (QM 002) \$188

July 29, 2014 October 23, 2014 January 20, 2015 April 30, 2015

Overview:

One of the most critical topics for government agencies today, this class is designed for all employees, front-line staff or management, working with internal or external customers. Who are your customers? What do they want? What techniques should be used with high-stress clients? How does one handle customer complaints and problems? How does a work group create a customer service policy and what should it include? This class includes the answers to these questions and more.

Objectives:

- Identify customers—both internal and external.
- Analyze and understand customers' expectations.
- Utilize specific, practical methods to handle complaints or concerns effectively and efficiently.
- Understand the role of customer service in the success of the organization and how to share this with co-workers.
- Learn how to interact with customers in different settings—face-to-face, on the phone, in writing, etc.
- Learn how to deal with difficult, irate, angry, or abusive callers.
- Explore ways not to make excuses and how to respond if you don't have the answer.
- Identify inflammatory triggers and discover ways to say what you mean without angering the customer.

Dimensions of Behavior (Morning Sessions) (GI 312) \$101

September 4, 2014 December 11, 2014 January 22, 2015 April 16, 2015

Overview:

This workshop will help participants explore their behavior across the four [DiSC dimensions](#) and how they use those dimensions in situations. Each participant will complete a personal DiSC profile, which will help them understand their own behavior and how and when to adapt their behavior.

Analyzing the dimensions of behavior can improve communication, promote appreciation of differences, enhance individual and team performance, and reduce conflict.

Objectives:

Upon completion of the workshop, participants will be able to:

- Better understand their own behavior
- Understand the impact of the four behavioral styles in the workplace
- Improve communication skills
- Enhance individual and team performance

Dimensions of Leadership (GI 230) \$188

September 9, 2014 November 7, 2014 February 20, 2015 June 12, 2015

Overview:

This course, designed for managers and supervisors, will help participants explore their leadership style across the four [DiSC Dimensions](#) and how they use those dimensions in situations. Each participant will complete a personal DiSC profile, which will help them understand their own leadership style and how their style can affect those they manage. Participants will gain an understanding of the differences between leadership and management.

Objectives:

- Recognize the three ways to evaluate leadership possibilities: you as a leader, someone else as a leader, or the leadership needs of the situation.
- Understand leadership as a relationship between leaders and followers.
- Identify four dynamic areas that capture a leader's attention in his or her environment.
- Discover 12 key ways that leadership may be demonstrated.
- Gain insight into identifying leadership needs at different times and places.
- Gain perspective on how you can contribute to a group's success now and in the future.
- Explore ways to encourage active leaders and committed followers at all levels of the organization.

Discipline, Grievances, and the Contract (NC 901) \$132

July 22, 2014 October 7, 2014 March 24, 2015 May 5, 2015

Overview:

Understanding the discipline and grievance process is crucial to any supervisor or manager in state government. This course focuses on the methods of effective and timely discipline, along with the role of the supervisor and manager in the grievance process.

Objectives:

- Better understand the discipline and grievance process
- Understand preventive discipline
- Identify the steps of just cause

Diversity Training for Employees – Unleashing the Power of Diversity (GI 450) (Morning Sessions) \$66

August 19, 2014 October 21, 2014 January 7, 2015 May 13, 2015

Overview:

This half-day workshop will address a variety of organization dimensions and dynamics needed to assure optimum understanding of diversity. As a result of participating in a training session, employees will realize the value and appreciate the potential of a diverse workforce, practice self-awareness, and recognize and prevent discriminatory practices on behalf of the State of Iowa. Employees will return to the workplace with an appreciation of the richness multi-culturalism brings to our daily functions, relationships, and organization.

Objectives:

- Possess techniques to communicate effectively across cultural lines
- Be aware of the impact of discrimination on those who have experienced it
- Know how to foster cooperation and resolve conflict in cross cultural situations
- Develop an action plan to help apply today's concepts in the workplace

Diversity Training for Managers and Supervisors (GI 400) \$132

September 16, 2014 December 16, 2014 March 11, 2015 June 11, 2015

Overview:

This full-day workshop will address a variety of organization dimensions and dynamics needed to assure optimum managerial understanding of diversity. As a result of participating in a training session, managers will realize the value and appreciate the potential of a diverse workforce, practice self-awareness, and recognize and prevent discriminatory hiring practices on behalf of the State of Iowa. Managers will return to the workplace with an appreciation of the richness multi-culturalism brings to our daily functions, relationships, and organization.

Objectives:

- Achieve/maintain a diverse workforce, including employees of different ages, races, creeds, colors, genders, sexual orientations, national origins, religions, and disabilities.
- Promote equal opportunity in recruitment, appointment, assignment, and advancement.
- Realize the value and potential of a diverse workforce.
- Practice self-awareness and identify and confront personal biases.
- Recognize and prevent discriminatory hiring practices.
- Appreciate the role of the onboarding process in understanding diverse team members and creating a welcoming environment that will lead to lasting retention of new hires.
- Engage in action planning to transfer new learning derived from the seminar into daily practice.

Enhancing Team Membership (TM 001) \$188

September 10, 2014 November 5, 2014 February 18, 2015 May 14, 2015

Overview:

This course is designed for all state employees. Participants will learn skills to enable them to be a more productive team-player. This course focuses on providing participants with practical skills and strategies to positively affect both their current team and any future teams in which they may participate. Also discussed will be how to influence and engage others.

Objectives:

- Identify traits of effective and ineffective teams
- Define the difference between *groups*, *teams*, and *high-performing teams*
- Discuss the benefits of developing a high-functioning team
- Learn the 10 tenets of being an effective team member

Equal Employment Opportunity/Affirmative Action (Morning Sessions) (NC 202) \$66

August 12, 2014 November 5, 2014 January 14, 2015 May 11, 2015

Overview:

Equal Employment Opportunity and Affirmative Action (EEO/AA) is an important component of the State's commitment to attracting and retaining a diverse workforce. Therefore, understanding EEO/AA is critical for all supervisors and managers. Participants will learn the legal principals and background of EEO/AA and its use as a tool to effectively manage an increasingly diverse workplace.

Objectives:

- State and federal EEO laws
- Equal Employment Opportunity Commission and Iowa Civil Rights Commission
- Compare and contrast protections of state and federal laws
- Differences between EEO and AA
- History of Affirmative Action
- State of Iowa Affirmative Action plan and report
- How Iowa determines underutilization in the workplace

Ethical Issues in Today's Workplace (PT 992) \$188

August 5, 2014 November 18, 2014 February 3, 2015 May 7, 2015

Overview:

How do you make better ethical decisions at work? Just because a particular choice is *legal* does not make it right. Seeing legal compliance as the goal of ethics rather than the starting point can lead to poor decision making with disastrous consequences for the individuals involved and their organizations. Through this course, you will be introduced to processes that will help you make ethical decisions. Through the use of video, you will hear from ethics experts who discuss the pressures people can feel that may lead them to make poor decisions. Through lecture and group discussion, you will explore the importance of being aware of your core values, as well as the standards of behavior expected by organizations.

Objectives:

- Identify ethical situations in the workplace
- Develop compliance standards for decisions
- Identify other effected parties through the ripple effect
- Identify and deal with influencers and distracters
- Develop a personal implementation plan

Ethics of Leadership and Influence (LI 001) \$188**July 23, 2014 October 24, 2014 February 10, 2015 April 20, 2015****Overview:**

This course is designed for new managers and supervisors. Topics include: 1. Ethical leadership and influence 2. Organizational ethics and honor 3. Leading and developing a savvy organization. Participants will have an opportunity to examine their ethical awareness and *political-savviness* approach to leadership.

Objectives:

- Identify the difference between managing and leading
- Identify characteristics of a good leader vs. a corrupt leader
- Recognize the complexity of ethical issues
- Understand the four levels of ethical frameworks
- Realize your *political-savviness* style and how to weave integrity into your work

Family Medical Leave Act - FMLA (PM Sessions) (NC 122) FREE**July 9, 2014 October 1, 2014 February 10, 2015 May 13, 2015****Overview:**

The Family and Medical Leave Act (FMLA) was passed in 1993 and expanded in 2008. Of all federal employment laws, employees are aware of the basic requirements of FMLA but may not realize that the law provides employers with various options on how to administer FMLA. It is essential for all supervisors, in addition to the Human Resources staff, to understand how to comply with FMLA and with its own FMLA policy. This course will provide you with the information you need to answer your questions regarding the FMLA and provide you with the understanding of this law's impact on the workplace.

Objectives:

- State what FMLA is
- Cite basic provisions of the law and the State's FMLA policy
- Understand employer coverage and employee eligibility
- Avoid actions prohibited by the law

From Interview to Hire (NC 301) \$132

August 21, 2014 October 28, 2014 January 28, 2015 April 14, 2015

Overview:

Almost everything in your agency depends upon the competency of your employees; therefore, the people you hire are critical to your success. In this course, you will learn to develop a structured process to use in screening, interviewing, and hiring to ensure you find and start to retain the best employees available to you.

Objectives:

- Identify key interview procedures
- Develop an understanding of legal issues surrounding interviewing
- Develop behavioral interview skills
- Relate the overall hiring process to the interview process
- Understand how to make the best hiring decision
- Identify available resources for the various stages of hiring

Fundamentals of Supervision (NC 151) \$188

September 30, 2014 December 18, 2014 March 20, 2015 June 10, 2015

Overview:

This course, designed for new managers and supervisors, focuses on methods of supporting and directing employees. The course focuses on the characteristics of responsible leadership, motivation theory, and conflict management. Participants will gain awareness of essential functions, as well as supervisory tools and resources.

Objectives:

- Identify the differences between thinking like a supervisor and thinking like a non-supervisor
- Identify qualities of an effective leader
- Identify methods of delegating
- Identify what motivates employees
- Learn about effective feedback and coaching
- Manage conflict effectively
- Understand the reality of being a supervisor
- Gain awareness of supervisory tools and resources

Generational Diversity (GD 001) \$188

July 14, 2014 October 13, 2014 January 27, 2015 April 13, 2015

Overview:

This course is designed for all state employees. This course walks the participants through what was happening in history during each generation's formative years. Participants will discuss how historical events shaped each generation's paradigm of the world to gain insight into what each generation values and how best to identify with each generation.

Objectives:

- Discuss the four different generations.
- Learn what shaped each generation's paradigm of the world and thereby learn what they value.
- Discover how each generation's values affect how they work and the decisions they make.
- Identify different strategies to better communicate and work across generational lines.

Human Relations Skills (SC 203) \$423

September 24-25, 2014 November 18-19, 2014 March 26-27, 2015 June 16-17, 2015

Overview:

A range of emotions are witnessed and experienced in the workplace, including anger, its causes, and the management of it in oneself and in others. Various difficult personalities found in the workplace are reviewed and you will learn how to work with each. Expressing yourself clearly, communicating assertively, using tools to cope more effectively with work situations beyond your control, connecting with people, and understanding barriers to communication are discussed in their role in an efficient and pleasant workplace.

Objectives:

- Understand the feelings individuals have in the workplace, including anger, its causes, and how to handle your own anger and the anger of others.
- Identify the various types of difficult people encountered in the workplace and how to work with each.
- Become aware of the causes and methods of resolution for both organizational and interpersonal conflicts.
- Learn tools to more effectively cope with work situations that are beyond one's control.
- Gain valuable tools to improve communication with others in the workplace and throughout one's life.

Introduction to State Procurement (SP 001) (Morning Sessions) \$66

August 21, 2014 September 17, 2014 October 22, 2014 November 13, 2014

Overview:

This half-day seminar is designed to prepare state employees to conduct procurement actions with an estimated value up to \$5,000. Participants must take and pass six web-based courses on legislative procurement code prior to registering for this seminar. These classes are available at DAS-Central Procurement Enterprise's training website.

After completing this seminar, you will be able to:

- Identify procurement rules of the road
- Detail the steps in the purchasing cycle
- Differentiate types and methods of procurement
- Describe ethical issues related to procurement

Investigating Employee Misconduct (NC 118) \$132

September 23, 2014 December 9, 2014 March 19, 2015 June 18, 2015

Overview:

This course is designed to present an overview to supervisors and managers in understanding the importance, benefits, and key elements in conducting effective and defensible workplace investigations. You will learn the steps of the investigation process and enhance your awareness of common investigative mistakes.

Objectives:

- Defining the purpose and process of an investigation, including: gathering evidence, drafting interview questions, preparing for the witnesses, note taking/tape recording and analyzing the information to substantiate the just cause test.
- Applying the standards of three key Supreme Court cases:
 - Weingarten
 - Loudermill
 - Garrity
- Understanding the concept of *Just Cause*

Leading Through Change (LC 001) \$188**September 4, 2014 October 30, 2014 February 12, 2015 April 23, 2015****Overview:**

This course is designed for seasoned leaders and managers to assist employees going through an organizational change. The change process is broken in to four areas that need to be considered when leading employees through change. A step-by-step process will be presented.

Objectives:

- Know concepts to lead employees through change
- Understand that people view change through various viewpoints
- Learn action steps for change
- Recognize what employees need through change

Listening – The Forgotten Skill (GI 003) \$188**July 31, 2014 October 21, 2014 January 22, 2015 April 28, 2015****Overview:**

Improved listening means better job efficiency and productivity. Most employees spend over 50% of their day listening. Accurate listening and retention skills are crucial to help manage the amount of information we receive daily. You will practice practical techniques to improve your listening skills.

Objectives:

- Learn how communication occurs and the roles of listening, feedback, and perception in the communication process.
- Discuss blocks to active listening and learn methods to overcome these blocks.
- Review and clarify keys to active listening, including attentiveness to nonverbal communication and effective listening basics.
- Nourish creativity through improved listening.
- Identify your listening weaknesses and practice techniques to improve the effectiveness of your listening skills.

Managing Conflict and Resistance in the Workplace (GI 165) \$188

August 26, 2014 November 25, 2014 March 4, 2015 May 14, 2015

Overview:

Conflict in an organization is inevitable. If not addressed and managed, conflict can cause significant damage to individuals, teams, and an organization. In this course, managers will explore the four DiSC dimensions and learn a simple, direct way to understand the different fears that drive much of the conflict and resistance they see. Each participant will complete a personal DiSC profile, which will help them understand their own behavior and how and when to adapt their behavior.

Objectives:

- Understand the impact that their conflict style has on other people
- Recognize how employees handle conflict differently than they do
- Be aware of fears and goals of their employees
- Identify and reduce the opposition and resistance of their employees
- Explore ways to improve their communication

Managing Stress and Workplace Accountability (MS 001) \$188

July 21, 2014 October 17, 2014 January 29, 2015 April 16, 2015

Overview:

This course is designed to identify and understand the sources of stress. Participants will gain an understanding of the science behind stress and why some stress is actually healthy for us to lead productive lives. Coping strategies, identifying stress overload, and self-management technique topics will be presented.

Objectives:

- Define stress and identify triggers
- Recognize your current stress level
- Understand the science behind stress
- Create strategies for reducing stress and increasing self-management techniques

Managing Your Time and Priorities (GI 090) \$188**August 27, 2014 December 16, 2014 February 26, 2015 May 20, 2015****Overview:**

This “timely” class helps employees set goals and get more things accomplished in less time. You complete goal-setting exercises and are provided with skills to increase productivity and achieve your goals. You will learn to schedule your priorities and prioritize your schedules. Strategies for getting and staying organized, using a variety of tools to manage time and priorities effectively, and delegating where and when necessary are all included.

Objectives:

- Learn what causes the time crunch and the control we have over these “crunchers.”
- Learn how to manage the many priorities in the working person’s life and the steps to delegate tasks to co-workers as possible and appropriate.
- Learn how to set short and long term goals for personal and professional growth.
- Identify solutions to the time crunch in your life through elimination of common time wasters or unnecessary distractions.
- Leave the seminar with helpful tools for managing your time and overcoming stress throughout your life.

Performance Evaluation (NC 401) \$132**August 14, 2014 November 20, 2014 February 25, 2015 May 19, 2015****Overview:**

This course focuses on teaching you how to provide and deliver effective employee performance evaluations. Performance evaluation is discussed as a process and not just a one-time event, and provides your agency with the foundation for an effective performance evaluation system.

Objectives:

- Identify personal assumptions regarding employee evaluation
- Review the purpose of the performance evaluation process
- Identify standards for goals, performance criteria, action steps and timetables
- Discuss methods to provide positive and negative feedback
- Review methods to conduct the performance evaluation conference

Preventing Sexual Harassment for Employees (Morning Sessions) (GI 052) \$66

September 3, 2014 November 12, 2014 March 2, 2015 June 15, 2015

Overview:

Everyone loses when sexual harassment occurs. It lowers morale, hurts working relationships, creates resentment, and lessens an organization's ability to function well. Harassment for any reason is inappropriate in the workplace. Sexual harassment or harassment because of any protected personal characteristic is illegal and can have dire consequences for an individual and the organization. All employees have the right to work in an environment free of harassment. This course will explain and demonstrate the rights and responsibilities of employees in the workplace.

Objectives:

- Know protected personal characteristics in the workplace
- Understand what is (sexual) harassment
- Recognize examples of harassing conduct
- Understand your rights and responsibilities as an employee
- Know the organization's responsibilities
- Understand the legal consequences of harassing a co-worker
- Know what to do if (sexual) harassment occurs in your workplace
- Understand the significance of liability

Preventing Sexual Harassment for Supervisors (Afternoon Sessions) (NC 119) \$66

September 3, 2014 November 12, 2014 March 2, 2015 June 15, 2015

Overview:

Participants in this course will learn their rights and responsibilities in dealing with sexual harassment in the workplace. This course will cover items from Preventing Sexual Harassment for Employees but with an emphasis placed on the supervisor's/manager's role in harassment situations.

Objectives:

- Understand the history of anti-harassment laws
- Identify inappropriate workplace behaviors
- Understand the meaning of "quid pro quo" sexual harassment
- Understand the meaning of "hostile environment" sexual harassment
- Understand "intent versus impact"
- Understand the "reasonable person" standard
- Understand "third party" harassment
- Know what to do in the event of harassment in the workplace
- Understand your responsibilities as a supervisor

Professional Impact (GI 084) \$188**September 12, 2014 December 12, 2014 March 18, 2015 May 29, 2015****Overview:**

This course is designed for all employees. The focus of this course is to review the importance of overall professional impressions in terms of being positive and proactive, accountable, cooperative and other success factors. Participants will assess themselves against these success factors and build out an action plan to achieve their personal goals.

Objectives:

- Understand what professional impact means
- Explore four success factors that drive impact
- Create your own forecast for success
- See how attire comes into play in your brand

Project Management (PT 103) \$423**July 16-17, 2014 October 15-16, 2014 January 14-15, 2015 April 21-22, 2014****Overview:**

Designed specifically for those who are actively managing projects, this class is a deep dive into the processes, knowledge areas, inputs, and outputs you need to know about to manage projects more effectively. Based on the best practices of the Project Management Institute's *Guide to the Project Management Body of Knowledge*, this highly interactive class will give you a chance to evaluate and improve your approach to project management.

You'll learn about the constants – those fundamentals of project management that hold true regardless of the scope or nature of the project – plus you'll be exposed to some of the most common reasons project approaches vary. This hands-on, no-nonsense class can serve as a foundation for project managers new to their role, as well as an eye-opening refresher for seasoned project managers who have been managing projects for years, and you will come away with tools you can use right away.

Objectives:

- Identify the nine knowledge areas described by PMI's PMBOK
- Practice creating commonly-used artifacts within the Project Management Lifecycle
- Describe some of the common mistakes made in Project Management
- Practice creating and managing a project plan
- Create solution options for building and maintaining a project team
- Identify opportunities for improvement, using recent projects as examples

Project Management Fundamentals (PT 123) \$188

September 16, 2014 December 18, 2014 March 31, 2015 June 10, 2015

Overview:

Do more with less! Designed specifically for those who are actively managing projects, this class is an in-depth look into the processes, knowledge areas, inputs, and outputs you need to know to manage projects effectively and successfully. Learn key knowledge areas and critical success factors now so you don't have to learn them the hard way later. This class is a high energy, hands-on balance of PMBOK knowledge and application as well as best practices learned and passed down by the pros. Walk away with critical essentials for getting a project done regardless of size or complexity, as well as techniques, concepts, and tools that will save you time and energy in the future.

Objectives:

- Describe the characteristics of a project
- Complete a roadmap of critical knowledge areas within the lifecycle of a project
- Practice initiating, planning, managing, and closing down a project
- Learn a reusable set of tools for approaching projects in a comprehensive yet efficient way

Shaping Effective and Engaged Teams (ET 001) \$188

July 17, 2014 October 14, 2014 January 28, 2015 April 15, 2015

Overview:

This course designed for those who lead teams and focuses on two aspects of building teams. First, learn how to create the feeling of teamwork and second, how to build an effective, focused, and productive work team. Learn strategies to build camaraderie among team members and develop the attributes of a high-functioning, high-performing team, where all members work toward a common goal.

Objectives:

- Learn the differences between a group, a team, and a high-performance team.
- Identify the behaviors of ineffective teams.
- Discuss the responsibilities of the team leaders including creating a vision, building alignment and championing execution.
- Learn the tenets of effective team members.
- Discuss the five-step plan to ensuring team success.

State Government Foundations (GF 001) (Morning Sessions) \$101

August 4, 2014 October 31, 2014 February 11, 2015 April 24, 2015

Overview:

This course is designed for employees who are new to state government. Participants will gain an understanding of the State of Iowa government structure, budget, and legislative process, and the unique aspects of employment in public administration. Participants will be presented with resources to help guide them as new state employees. *This course is designed for new employees within their first four months of employment.*

Objectives:

- Understand the key aspects of public administration
- Understand the components of the State of Iowa government
- Discuss the challenges of being a public administrator

Strategic Planning and Systems Thinking (ST 001) \$188

September 8, 2014 November 21, 2014 March 10, 2015 June 8, 2015

Overview:

This course walks participants through the history and philosophy of strategic management and planning. Participants will become familiar with a six step strategic planning process and SWOT analysis. The course goes beyond the strategic planning approach and introduces the systems thinking concept. Some time is reserved for participants to map out their own strategies. This course is recommended for current supervisors, managers, and advanced leaders.

Objectives:

- Understand the history and philosophy of strategic planning and scientific management, including past contributors.
- Explain the purpose and benefits of strategic planning.
- Recognize the phases of strategic planning.
- Understand the elements of a strategic plan.
- Conduct a simple SWOT analysis.
- Become more familiar with systems thinking and its benefits.
- Know the difference between strategic planning and systems thinking.

Substance Abuse Policy (SA 001) (Morning Sessions) \$66

July 18, 2014 October 27, 2014 January 20, 2015 April 29, 2015

Overview:

This course, designed for all managers and supervisors, focuses on the State of Iowa policy on substance abuse and discusses measures to take for violations of the policy. The course reviews national substance abuse trends, tests participant's knowledge regarding substance use and abuse, and provides managers and supervisors with information regarding workplace substance abuse situations.

Objectives:

- Better understand alcohol use and substance abuse
- Identify key components of the State of Iowa Substance Abuse Policy
- Understand procedures for substance abuse situations

The Servant Leader (SL 001) \$188

September 23, 2014 December 9, 2014 February 24, 2015 May 15, 2015

Overview:

This leader-focused course discusses the core tenets of *servant leadership* and applies those tenets to individual leadership, team functionality, and organizational performance. Participants will learn the value of applying these tenets and the impacts they can have on building a collaborative, high-trust, and high-functioning organization.

Objectives:

- Understand the principles of *servant leadership*.
- Discuss the need for and benefits of this leadership philosophy.
- Identify which principles are your strengths and where you may have areas for improvement.
- Assess your own team and the impact this leadership style may have on the people you lead and work with.

Thriving on Change (GI 163) \$188

August 21, 2014 November 12, 2014 February 17, 2015 May 21, 2015

Overview:

Change is not only hard, it is vital to the success and longevity of any organization. Learn how to navigate change and lead your team successfully to the other side—and come out better than you were before! This course breaks down the essentials of change leadership and transition management and makes them relatable *and* memorable. Topics range from change and transition foundations to conveying the right messages at key stages of transition, and how to create a plan for leading change well. Change is an opportunity to set the bar higher—so why merely survive it when you can thrive? Set yourself and your organization up for post-change success!

Objectives:

- Learn about attitudes toward change and how they impact the transition process.
- Recognize key moments in the change cycle, and what people need to hear at those moments.
- Understand common pitfalls of change and transition leadership: why it often fails, and how to ensure success.
- Apply change and transition leadership concepts to changes currently facing your organization and projects.

Computer Skills Training

Computer technical and software applications courses continue to be available through New Horizons. Fees vary per class.

E-learning Courses

E-learning courses continue to be available through Premier Knowledge Solutions (PKS). They have an available library of over 1800 Computer and Business/Professional Skills courses available. E-learning offered through PKS is offered in packaged blocks of courses selected by the participant. The cost breakdown is as follows:

- Any 5 course titles: \$94
- Any 10 course titles: \$119
- Any 20 course titles: \$149
- Any 30 course titles: \$173
- Any 40 course titles: \$193
- Any 50 course titles: \$215
- Any 60 course titles: \$240
- Unlimited access to all course titles: \$291

Participants have one year to take the selected classes.

Certified Public Manager® Program

The Certified Public Manager® program will continue to be offered in partnership with Drake University. Cohort 22 will begin July 21, 2014 and Cohort 23 will begin in January 2015.

Detailed information about any of these opportunities may be found at learnatpds.iowa.gov, through an e-mail to pds@iowa.gov or by contacting your agency Training Liaison.